

Process Name: Personnel Administration	Process Identifier: PA
Sub-Process Name: Grievances	Sub-Process Identifier: PA-6
Sub-Process Purpose and Objectives: The process governs the way employee grievances are filed and processed	
Sub-Process Description: The grievance process begins when an employee files a grievance. Grievances enter the process in three distinct ways: <ul style="list-style-type: none">• Performance evaluation – the employee may file a grievance about a performance evaluation if there were procedural issues (ex – no job plan completed).• Disciplinary action – the employee may file a grievance concerning a disciplinary action. These grievances skip immediately to the fourth step of the grievance process.• Other grievance – the employee may file a grievance concerning many other issues such as working conditions, denial of leave, etc. <p>The grievance process has five steps following the initial filing of the grievance:</p> <ul style="list-style-type: none">• Step one (First level supervisor review) – The employee’s first level supervisor reviews the grievance with the employee and makes a decision. If the grievance is resolved, then the process ends, and any personnel transactions that are required to implement the resolution are completed. If the employee does not agree with the decision, then they file a written grievance with the second level supervisor.• Step two (Second level supervisor review) – The employee’s second level supervisor reviews the written grievance with the employee and makes a decision. The decision is documented in writing and given to the employee. If the grievance is resolved, then the process ends, and any personnel transactions that are required to implement the resolution are completed. If the employee does not agree with the decision, then they file a written grievance with the third level supervisor. If the employee does not have a third level supervisor, the process immediately proceeds to step four.• Step three (Third level supervisor review) – The employee’s third level supervisor reviews the written grievance with the employee and makes a decision. The decision is documented in writing and given to the employee. If the grievance is resolved, then the process ends, and any personnel transactions that are required to implement the resolution are	

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<p>completed. If the employee does not agree with the decision, then they file a written grievance with the appointing authority (Commissioner, Executive Director, or their designee).</p> <ul style="list-style-type: none">• Step four (Appointing authority review) – The employee’s appointing authority (Commissioner, Executive Director, or their designee) reviews the written grievance with the employee and makes a decision. The decision is documented in writing and given to the employee. If the grievance is resolved, then the process ends, and any personnel transactions that are required to implement the resolution are completed. If the employee does not agree with the decision, then they file a written grievance with the Civil Service Commission or the Department of Personnel.• Step five (Department of Personnel or Civil Service Commission) – The process followed in step five varies depending on the type of grievance. If the grievance is related to a performance evaluation, then the grievance is reviewed by the Commissioner of Personnel, and they make the final decision and inform the employee in writing. Any transactions required to implement the decision are completed. All other grievances are logged and forwarded to the Secretary of State. An administrative law judge then hears the case and makes a decision. The decision is communicated to both parties in writing. Either party may appeal this decision to the full Civil Service Commission. If there is an appeal, the Civil Service Commission reviews the grievance and makes a decision which is communicated to the employee, the agency, and DOP in writing. Following resolution, any transactions required to implement the decision are completed.			
Sub-Process Trigger(s): <ul style="list-style-type: none">• Grievance from performance evaluation• Grievance from a disciplinary action• Grievance filed by employee over employment conditions, leave denial, etc.		Key Sub-Process Participants: <ul style="list-style-type: none">• Employee• Agency• Personnel• Civil Service Commission• Secretary of State	
Inputs:			
Input	Format	Volume/Time	Suppliers
Personnel master file	Database	45,000 active employees	Personnel and agency users
Grievance	Verbal or paper		Employee

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Appeal of administrative law judge decision	Paper		Employee or agency
Outputs:			
Output	Format	Volume/Time	Recipients
Decision on grievance	Paper		Employee
Personnel transactions	Online		Personnel
Leave adjustments (C-7)	Online/paper		Agency/Personnel I
Payroll supplemental transactions	Online/paper		Agency/Personnel
Timesheet updates	Online/paper		Agency/Personnel
Performance Measures Tracked:			
Measure		Approx. Value	Target Value
Laws, Regulations, and Policies That Govern Sub-Process: TCA – 8-30-328, DOP 1120-11			
Current Sub-Process Issues/Problems:			
Improvement Opportunities:			
Opportunity <i>Merge cells to link one Opportunity to multiple impacts)</i>		Organizational Impacts <i>(Individually list and describe laws [L] regulations [R], and policies [P], as well as cultural [C] considerations for each opportunity)</i>	

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Applications that Support the Sub-process			
Application Name(s) <i>(Internal name and vendor's name)</i>		Technology Description <i>(Programming vendor, language, platform, database, etc.)</i>	
SEIS		In house developed, COBOL, IBM mainframe, IMS	







